Department of Administrative Services Strategic Plan

July 11, 2007



OUR MISSION:

DELIVER SUPPORT SERVICES OF THE HIGHEST QUALITY AND BEST VALUE

TO GOVERNMENT AGENCIES AND THE PUBLIC.



Products and Services

- Best value delivered on-time
 - Identify our customers and define their emerging needs
 - Establish customer expectations, DAS' responsibilities, and define the desired result by:
 - Identifying the deliverable
 - Meeting expected deadlines
 - Delivering at the agreed upon price
 - Not making commitments that cannot be kept
 - Monitor and evaluate delivery of services, customer satisfaction, and measures for improvement
 - Foster open communications with customers for complaints, compliments, and comments
 - Establish benchmarks for comparative analysis and appropriate product and service offerings
- Courteous and professional
 - Have a helpful attitude; listen with interest to understand
 - Be knowledgeable, supply the service, or direct to the appropriate resource
 - Take ownership of issues and follow through on solutions
 - Provide appropriate training to customers accessing DAS products and services
- Easy accessibility through on-line access
 - Ensure products and services are accessible and convenient to customer needs (24/7 customer access)
 - Partner with agencies providing similar services by working together
 - Allow customers to identify their needs and respond accordingly; without assuming to know what they want
 - Organize customer focus groups to identify gaps in products, services, and functional improvements

Quality Workforce

- O Stabilize the workforce through professional development
 - Provide education and training opportunities to maintain a highly skilled workforce that is prepared for promotions throughout their career
 - Work together to ensure training is consistent with department needs and employee career opportunities

- Maintain a dialogue with employees tying their work product to division service plans and the department's global strategic direction
- o Employee recognition
 - Recognize significant employee contributions to the department through "on-the-spot awards", allow for immediate recognition or certificates of appreciation from the Department Director or Governor
 - Establish a quarterly "Ask the Director" brown bag luncheon open to all employees to dialogue with the department and division directors
- Succession planning
 - Foster an environment that provides opportunities for advancement and promotion within an individual's career path
 - Draw from employees experience and expertise through cross-training opportunities to broaden their overall perspective

Quality Reputation

- Marketing and public relations
 - Create consolidated division and department annual reports highlighting department accomplishments
 - Develop annual customer service plans and conduct one-on-one meetings with customers to assess service levels, satisfaction, and any gaps or needs
 - Foster customer satisfaction by providing feedback to annual customer service surveys
- Clear communications
 - Foster a quality working relationship with the media through timely responses to press inquiries and GRAMA requests
 - Re-evaluate department websites to enhance functionality and provide uniformity of content
 - Focus printed communications around the DAS brand and logo to create a uniform appearance on reports, written communications and publications
 - Provide employees with a forum to gain a greater understanding of other division operations
- Elected officials
 - Educate elected officials and key staff by responding quickly and appropriately to requests for information or assistance
 - Appoint a public information officer within each division and coordinate all communications through the Executive Director's Office

Prepare for Emergencies

- Prepared for the unknown
 - Draft or update emergency plans to address appropriate contingencies taking into account state assets and resources relative to all other departments and functions
 - Provide all department employees with simple and easy to understand directions for responding to a variety of emergency situations
- Ready for recovery
 - Create and implement a department-wide plan for a) evacuation from danger, b) emergency procedures, and c) resumption of business following assessments
 - Ensure critical resources are available and appropriately prioritized
 - Back-up critical data and records for offsite storage
 - Test emergency measures regularly through simulated drills

- Safety focused
 - Ensure first aid kits, evacuation equipment, defibrillators, and 72 hours kits are available and plans are established for their use
 - Provide a safe and secure workplace for employees and customers



Reduce Overhead and Minimize Cost

- Create a cross-department Quality Team to analyze business processes and recommend efficiencies across DAS
 - Seek staff input to simplify processes for conducting business
 - Integrate division functions where possible to avoid duplication of information sharing or processes
 - Use open architecture in developing applications to allow easier, less costly integration
- Create a cross-department Quality Team to analyze the rate process and recommend efficiencies within ISFs
 - Bring representatives of the Internal Service Funds (ISF) together to discuss internal rate processes and best practices
- Reduce employee turnover rates
 - Enhance the value of DAS employees through position specific professional and inter-department training opportunities
- Limit FTE growth
- o Foster an environment of trust
 - Provide clear and open communications between the Executive Director's Office, division directors and all department staff
 - Ensure management expectations are clearly defined and documented
- Communicate division budgets and costs to employees
 - Create an incentive for employees to conserve costs by making them aware of operational costs (i.e. energy conservation through turning off lights when leaving the room)

Streamline Operations

- o Eliminate duplication and encourage centralization
 - Seek customer input on bottlenecks and potential breakdowns
 - Leverage technology through the use of centralized imaging and paperless processes
 - Standardize division forms and policies at the department level
- Consolidated operations
 - Consolidate interrelated systems while preserving effectiveness
 - Consider "one stop" options for customer payments and information through a consolidated and consistent billing format
- Cross agency assistance
 - Promote cooperation, standardization, and consistency across divisions and other departments of state government
 - Ensure process changes at DAS result in a net benefit to the divisions and our customers

Emphasize Accountability

- Increase transparency
 - Internal
 - Provide communications access across the department and within divisions
 - Share summary information with staff from weekly divisions reports submitted to the executive director
 - Re-evaluate individual and shared measures:
 - Clearly define and communicate long and short term goals and priorities
 - Match employee performance plans and evaluations with balanced scorecards
 - Identify and monitor division service plan measures
 - Report expectations and outcomes to customers and appropriate executive and legislative offices
 - Ensure employees are aware of DAS' whistleblower policy and its protections
 - External
 - Verify policies, procedures and processes are fair, documented, and available to all customers
 - Ensure DAS service and product rates are visible and easily understood
- o Emphasize integrity through compliance with all statutory and legal requirements
- Accommodate oversight through internal and external audits quickly addressing any audit findings

■ Promote Energy Efficiency

- o Decrease electrical demand in state facilities
 - Encourage employees to engage in energy saving efforts such as "Power off" reminders for lights, monitors, printers and other office equipment
 - Purchase and install energy efficient fixtures and appliances
- Encourage fleet conservation
 - Tune vehicle systems for maximum performance
 - Reduce travel by utilizing teleconferencing opportunities and communications
 - Right-size fleet vehicle and increase the use of alternative fuels
- Operational efficiencies
 - Provide free alternative transportation passes and options
 - Continue to endorse flex work schedules and telecommuting, where appropriate to each job function, ensuring business continuity
 - Encourage recycling in all forms
- Engage employees in new ways to save energy both at work and at home